Employment Access for Skilled Immigrants: An Implementation Strategy

Prepared by Susan Simosko Associates, Inc.
102-9830 Fourth Street
Sidney, BC
V8L 2Z3

March 31, 2003

Table of Contents

	Page
Introduction	3
Strategic Goals and Priority Projects	4
Three-Year Strategic Goals	4
Year-One Projects and Measurable Outcomes	6
Establishing the Leadership Council	11
Executive Committee	13
Project and Services Committee	13
Secretariat	14
Project Teams/Working Groups	15
Structure	16
Issues for Further Consideration	17
Appendix 1	19
Appendix 2	20

105-03723/

Employment Access for Skilled Immigrants: An Implementation Strategy

Introduction

Skilled immigrants continue to face serious barriers in their efforts to gain access to employment in regulated professions and trades in British Columbia. Recent labour statistics suggest that emerging skill shortages will only grow in the coming years, despite the fact that BC has a large number of foreign-trained and educated workers who might help to alleviate this problem—if only they could have their credentials and skills fully recognized *and* gain entry to BC's workforce. This on-going problem has been addressed over the past several years by the Looking Ahead Initiative and various other committees. As an outgrowth of this work, there is now a strong commitment to take a system-wide approach to tackle the problem since many different stakeholder groups have a role to play in finding workable solutions. This system-wide approach is called the Employment Access for Skilled Immigrants (EASI) Initiative.

Since March 2002, many of these stakeholder groups have met on a regular basis to explore not only the issues but also potential solutions to the problem. These stakeholders have included regulatory organizations, professional and trade associations, post-secondary institutions, non-government organizations, business and government. Between March 2002 and March 2003, this group developed two important discussion papers: *EASI Strategy—Employment Access for Skilled Immigrants: a systems approach to facilitate the entry of skilled immigrants into the British Columbia labour market* (June 24, 2002) and *Leadership Council Discussion Paper* (January 2003). Together these papers provide the foundation for the establishment of a Leadership Council that could systematically build on and disseminate existing best practices and create new pathways to enable skilled immigrants to more easily enter and contribute to BC's labour market in their chosen fields.

On March 7th and 26th 2003 many of these same stakeholders met to take forward a series of strategies that would begin to systematically address this serious problem. They agreed to:

1. Establish an Interim Leadership Council
2. Identify three-year outcomes for the Employment Access for Skilled Immigrants (EASI) Initiative and determine specific projects and expected outcomes for first-year activities

The agendas for each of these meetings and the list of participants are included as Appendices 1 and 2.

What follows are the three-year strategic goals, year-one projects and a detailed description of the purpose, terms of reference, policies and structure of the proposed Interim Leadership Council.

Strategic Goals and Priority Projects

Strategic Three-Year Goals

Working in three small discussion groups, participants identified four strategic three-year goals and potential measurable outcomes. There was a high-level of congruence among the three groups. Three strategic goals emerged across all groups:

1. **Increase access to information through the creation of an internet portal**

2. **Identify and advocate for bridging programs including language (occupational and sector specific), academic, technical, workplace practices and experience, and cultural orientation**

3. **Raise the awareness of employers, workers and other stakeholders about the benefits of workplace diversity, and increase public awareness of attitudes, expectations, etc.**

Defining a fourth Strategic Goal

Several ideas emerged for a fourth Strategic Goal:

- Create sector cohesion agreements[1]
- Find available and coordinated funding
- Develop case managed, career counseling and learning plans
- Develop and coordinate PLA/QR for skilled immigrants

During the subsequent plenary group discussion, it was generally agreed that the first two of these—create a sector cohesion agreement and find available and coordinated funding—were overarching goals or necessities for all projects under the EASI Leadership Council umbrella. Without funding or a sector-cohesion agreement, little could be accomplished.

The group stressed that sector cohesion agreements would provide the basic foundation for efficacy. Without it, there could be no buy-in, collaboration, sense of a shared vision

---

[1] The sector cohesion agreements would focus on achieving cohesion **within** (not across) similar sectors rather than across different sectors. Each sector would work to create a statement outlining a definition of the sector, its role, expectations and commitment. It was suggested that there could be tension within subsets and that a strategy for managing this would need to be considered. In order to achieve this objective, a concise definition (25 words or less) of an "employment access system" would be created by each sector. Possible areas to consider, for each sector, in developing this vision would be:

- Description or definition of the sector (1-2 sentences)
- Articulation of common vision of role of sector to skilled immigrants
- Clear acknowledgement of what the sector brings to and expects out of "the system"
- A clear commitment to coordination in planning, funding and delivery of services

or system-wide approach to solving the problem. The list of identified sectors included: educators (public, private and community based trainers), regulators, service providers (NGO and private), employers, governments and immigrant groups.

The case was made for the third suggestion: Develop case managed, career counseling and learning plans to provide an organized and individualized approach to moving immigrants through the system. It was envisioned that a project of this nature would provide immigrants with:

- Well informed counselors who have up-to-date information
- Accessible information, services, programs and courses
- Personalized plans of action focused on their individualized needs
- Links to employers in many different occupational areas
- Access to long-term services regardless of sources of income

The fourth idea, to develop and coordinate prior learning assessment services and qualification recognition for skilled immigrants, was seen to have two potential parts:

Part 1: Collect examples of best practices of what's already available in BC
Part 2: Develop training programs for educational institutions, regulatory bodies, employers and others to enable them to develop and use appropriate assessment strategies

Each of these ideas for a "fourth strategic goal" was viewed as important by participants. It was suggested that these could be explored in more detail once the Leadership Council was actually established.

Year-One Projects and Measurable Outcomes

For each of these Strategic Goals, participants worked in small groups to identify Year 1 projects and outcomes by which the success of each project could be measured. In addition, the groups identified the stakeholders most responsible and the tasks or activities to be performed. The details of the Year 1 projects are provided below:

Strategic Goal 1: Increase access to information through the creation of an Internet portal

It was suggested that an Internet portal could provide accurate, up-to-date, and consistent information to immigrants, immigrant-serving employers, and all other stakeholders.[2] This portal, participants stressed, would need to be marketed, promoted and made accessible to immigrants in Canada and overseas at Canadian embassies.

Educators, service providers, regulatory bodies, government, immigrant groups, business, and community agencies were all named as key stakeholder in this project.

The group recommended a three-phased approach to establishing the portal:

- ***Phase I: Planning of Internet Portal***
- ***Phase II: Development and Implementation of Internet Portal***
- ***Phase III: Maintenance and Evaluation of Internet Portal***

Below is a Summary of the Year 1 Activities for this project by Phases.

Phase 1:
Timeframe: Four months
Suggested measurable outcome: Project proposal completed; funders identified; tender selected; project funded

Key Activities/Tasks	Responsibilities
Create a project proposal for the development of the portal concept	Working Group of EASI stakeholders
• Conduct environmental scan	
• Make recommendations as to audience, access, maintenance, promotion, cost, evaluation (considerations? unable to read word) and location	
• Develop a framework "wire-frame" schematic and cost projection	

[2] In the initial small-group discussions, it was noted that the previously suggested strategic goal (from the June 24th report) of "a database of existing services and resources for immigrants, regulatory bodies, post-secondary institutions, businesses, community agencies and government" was in the process of being developed by MCAWS and might be completed by June. It was suggested that the priority be placed on developing a BC information portal on foreign credentials and local labour market conditions, and secondly, a searchable portal containing well-informed and up-to-date information available to immigrants both pre-and post entry.

• Develop an implementation strategy	
• Identify two funding sources	
Select tender	IQP to fund with potential partner
Manage and monitor outcomes	Contractor(s)
Report to funders and Leadership Council	Leadership Council to provide/be a source of information and approve Phase 1 recommendations

Phase II

Suggested timeframe: 6 months

Suggested measurable outcome: Site created, tested and running. Monitor number of "hits" as a measure of success of marketing/promotion/usefulness.

Key Activities/Tasks	Responsibilities
Develop project proposal to include:	Working groups of EASI stakeholders
• Development of standards and protocols	
• Develop the site based on recommended wireframe	
• Test site	
• Finalize site	
• Promotion, marketing and dissemination of information	
• Develop a plan for ongoing site maintenance and promotion	
Select tender	Funding?
Manage and monitor outcomes	Leadership Council to provide site
Report to funders and Leadership Council	

Phase III

Suggested timeframe: 4 months

Suggested measurable outcome: Maintenance strategy developed.

Key Activities/Tasks	Responsibilities
Develop maintenance strategy	Working group to advise
Develop proposal for evaluation of portal and development process	Leadership council to approve
	Contractor to evaluate

Strategic Goal 2: Identify and advocate for bridging programs including language (occupational and sector specific), academic, technical, workplace practices and experience, and cultural orientation

Greater access to existing bridging programs and the creation of new bridging programs would foster a better-prepared workforce, and would enable immigrants to assess appropriate systems thus facilitating their integration into the workforce. A smoother transition into the workforce would enhance immigrants' self-confidence and increase the likelihood of their success.

Participants working on this Strategic Goals suggested that bridging programs should be modular and competency based; that access to them should be facilitated; and that the EASI project could develop models for best practices[3] that could be replicated elsewhere.

They further suggested the idea of an environmental scan and needs-assessment looking at regional labour market needs across 3 dimensions (language, cultural orientation and trade skills/work experience). Secondly, the project would include the support of effective competency-based programs in several designated areas, e.g., health care, trades, agriculture and manufacturing.

Support for immigrants, in the form of time and money, would be required. The key stakeholders for this project would include ISA, educators, government regulators and employers.

Resources: 'ontrack', archival data

Suggested Year-1 measurable outcomes:

a) Communications strategy in place
b) Report for consumers of services re: guidelines for credible programs

Key Activities/Tasks	Responsibilities
Research/scan for concrete data, about existing bridging programs and gaps in the system, for use with key stakeholders	Working group of leadership council—contract work to consultant/organization
Gather information on "best practices"	
Develop a communications strategy	
Consult with regulators and educators	
Disseminate data	
Develop a report for consumers of services--generic guidelines for credible programs	
Develop a plan for creating new bridging programs to fill gaps	
Develop a dissemination and or advocacy strategy	

[3] It was suggested that an example of an economic context where 'best practices' were successful was with the physicians in Alberta. 10 internships were granted for internationally trained physicians. This program supported the economic development of the province and was driven by the need for physicians.

Strategic Goal 3: Raise the awareness of employers, workers and other stakeholders about the benefits of workplace diversity, and increase public awareness of attitudes, expectations etc.

It was suggested that an extensive public relations campaign would help to improve the general environment for achieving the work of the EASI initiative. It was assumed that if employers, workers and other stakeholders were informed about the issues involved, it would be easier to improve access for trained immigrants to jobs that were relevant to their training and skills.

This project could help to provide information, increase awareness, and gradually change attitudes and expectations. Three distinct projects were outlined.

Project A: BC Business Council Presentation and Workshops, May 8th and 9th

Timeframe: Complete by early May, 2003
Suggested Measurable Outcomes: Workshops attended. Presentation made. Package of materials for dissemination created.
Key Stakeholders: Employers

Key Activities/Tasks	Responsibilities
Develop presentation and workshop materials including demographic projections and interpretations of data[4]	Volunteers, government (Collin Mercer to coordinate)

Project B: Communications Plan

Timeframe: Year 1
Suggested Measurable Outcomes: Strategic Communications Plan created including list of target audiences. Survey conducted to assess success of communications.
Key Stakeholders: Businesses, Employees, and General Public

Key Activities/Tasks	Responsibilities
Develop an action plan	Working groups develop and leadership council approves plan
Identify target audiences	
Develop materials	
Coordinate with other sector initiatives re: communication	
Design logo/branding	
Key figurehead is identified and recruited to provide prestige and ease of recognition/association with this issue	(possibly from Leadership Council)

[4] Recent information from Ed Wong suggests that there will not be an opportunity for an EASI full-scale presentation. He would like to have several groups, of which EASI would be one, make shorter presentations—each about 4 minutes in length. Thus, the focus for this project should be to develop a short presentation, focusing on the highlights of the EASI Initiative, with more detailed information available in the form of handouts.

Project C: Promote Workplace Diversity

Timeframe: Year 1
Suggested Measurable Outcomes: Report of Best Practices created. Workshop resources assembled/created. Bibliography and Resource list of videos developed.
Key Stakeholders: Universities, Colleges, NGO's, Employers

Key Activities/Tasks	Responsibilities
Develop Best Practices from existing research ❑ Survey existing resources ❑ Conduct evaluation	Leadership council to advocate and oversee
Knowledge Network/partnership	
Fox Survivor Series—immigrants arrive and their progress to employment is followed	

As described above, four additional ideas were presented for a fourth Strategic Goal. Although preliminary information was developed to describe potential projects for each of these, discussion was limited because of the time constraints of the day.

Establishing the Leadership Council

Throughout the year-long discussions, there was an implicit understanding that all stakeholder groups would need to come together to form a "coherent" unit by which to oversee, support and champion a wide range of projects and initiatives that would reduce barriers and maximize employment opportunities for immigrants.

It was agreed that the Leadership Council would not be responsible for the actual implementation of each project but rather would provide expert advice, perspective and support in an effort to ensure consistency and the desired "system-wide" approach. It was also assumed that each sector represented on the Leadership Council (e.g., post-secondary institutions, regulatory bodies, etc.) would need to work towards its own sense of cohesion, as well as seeking meaningful cohesion across different sectors.

Purpose

At the March 26th meeting, stakeholders unanimously agreed to establish an Interim Leadership Council. Its primary purpose will be to:

> **Support a diverse multi-dimensional system that will influence and promote change to enable skilled immigrants to integrate into the BC labour market in ways that are most relevant to their competence, education and experience.**

Autonomy

The Interim Leadership Council will be an autonomous, membership-based group that reflects the interests of all major stakeholder groups including: post-secondary education (public and private), employers, unions, regulators, government and community organizations. It is expected that over time this Interim Leadership Council will evolve into the EASI Leadership Council.

Membership

All those who have contributed in one or more ways to the EASI Initiative over the past year will be invited to become members of the Interim Leadership Council. Those who do not wish to become members can elect to remain part of the EASI Network. As such they will receive periodic updates from the Interim Leadership Council and will be invited to contribute as new projects and/or directions are established.

Part of the responsibility of the initial members of the Interim Leadership Council will be to establish a system—within the first year—for determining the membership of the Leadership Council itself and actually inviting those individuals and/or organizations to serve as members.

The primary responsibility of members of the Interim Leadership Council, however, will be to "get things started" and "demonstrate success" through the implementation of a series of projects. This strategy, it is hoped, will bring the Interim Leadership Council both respect and support and, most importantly, encourage others to get involved.

Terms of Reference

The Interim Leadership Council will begin its work with preliminary Terms of Reference. These included the following:

- Members will maintain the momentum of the EASI Initiative by identifying strategic opportunities and facilitating planning and networking opportunities Members will identify, integrate and set priorities for action
- Members will actively contribute to the work of the Interim Leadership Council
- Members will demonstrate accountability by taking responsibility for ensuring that measurable outcomes are monitored, measured and, when achieved, celebrated
- Members will make an effort to connect locally, regionally, provincially, nationally and internationally with others engaged in similar work
- Members will work collaboratively and take responsibility to ensure open and transparent discussions at each meeting
- The Interim Leadership Council will work towards consensus-based decision making

Operating Principles and Policies

The Interim Leadership Council will need to establish a range of operating principles, policies and guidelines. A number were agreed to:

- The Interim Leadership Council will operate in a systematic and formal way
- Each meeting will have a clear agenda and a written record of key decisions and action points
- Members will be expected to attend meetings on a regular basis
- A funded Secretariat will support the Interim Leadership Council (The functions of the Secretariat are described below.)
- The Interim Leadership Council will establish Project Teams/Working Groups that will have responsibility for carrying out project work relevant to the purpose of the EASI Initiative

At its first meeting, the Interim Leadership Council will need to elect a chair and a vice chair[5] and set out the responsibilities for each. In addition, the Council may want to consider appointing a secretary and/or treasurer, as the work of the Council requires.

[5] During discussions at the March 26th meeting, the terms "co-chair" and "vice-chair" were both suggested, and used interchangeably. A final choice between the two was not made. For the purposes of this report, the term "vice-chair" will be used.

Executive Committee

An Executive Committee will play a key role in setting priorities and planning the work of the Interim Leadership Council. In addition, this committee will have primary responsibility for external communications. The members of this Committee will be drawn from the Interim Leadership Council and will include the chair, the vice-chair, the chair of the Program and Services Committee (see below) and chairs of the Project Teams/Working Groups (see below), the secretary and/or treasurer, and a staff person. (Since participants at the March 26th event did not have time to explore this in detail, it may be that the Interim Leadership Council will make other decisions regarding this group.)

Project and Services Committee

A Project and Services Committee will oversee and monitor individual projects. It will work closely with project teams to ensure that each project is supported as fully as possible. This Committee will be composed of members of the Leadership Council and may include external people associated with each project, as necessary. (Again, the Interim Leadership Council will want to review this decision to ensure that it represents the best use of available human resources to monitor and support each project.)

Secretariat

Functions and Terms of Reference

To function effectively, the Interim Leadership Council will require a wide range of services and/or functions. It was suggested that these services could be "bought" or "contracted" from a company/organization that would be able to provide the wide range of necessary skills. The Secretariat will follow the direction or mandate as outlined by the Interim Leadership Council. The broad-based responsibilities of the Secretariat seem to fall into two primary categories: administrative support, and communication and networking. Examples of the services or functions envisioned are listed below:

Administrative Support	Communication and Networking
Provide a range of administrative services including the scheduling, filing, word processing, preparation and distribution of agendas, minutes and other resources as needed by the Interim Leadership Council/Executive Committee	Support the "Executive Committee" and any other committees to fulfill their obligations and priorities
Serve as a point of reference, link for internal communication or "clearing house" and provide systems to ensure continuity	Develop articles and/or solicit articles for a regular newsletter about the Interim Leadership Council's work
Carry out research in support of the Interim Leadership Council's priorities	Write or contribute to the development of proposals for funding and negotiation of contracts
Process requests for payments	Seek to increase the network of those supporting the Interim Leadership Council
Organize meetings and other events sponsored by the Interim Leadership Council	Conduct, contribute to and/or manage research activities as appropriate
Prepare mailings and/or materials to be distributed	Establish and manage budgets
Establish and maintain databases and electronic and paper-based distribution lists	Contribute to the develop a communication strategy to support the EASI Initiative
Provide support for the chair(s) to enable the Interim Leadership Council to function smoothly	

At its first meeting, the Interim Leadership Council will need to decide how this and any related work could best be performed. It will also need to determine:

- The financial implications of establishing an adequate Secretariat that will be able to fully meet the needs and expectations of the Interim Leadership Council
- Terms of reference to clarify the functions, roles and responsibilities of the Secretariat, based on the details provided above

Additional details about potential secretariat functions can be found on Appendix B (page 11) of the January 16, 2003 *Leadership Council Discussion Paper*.

Project Teams/Working Groups[6]

Purpose and Terms of Reference

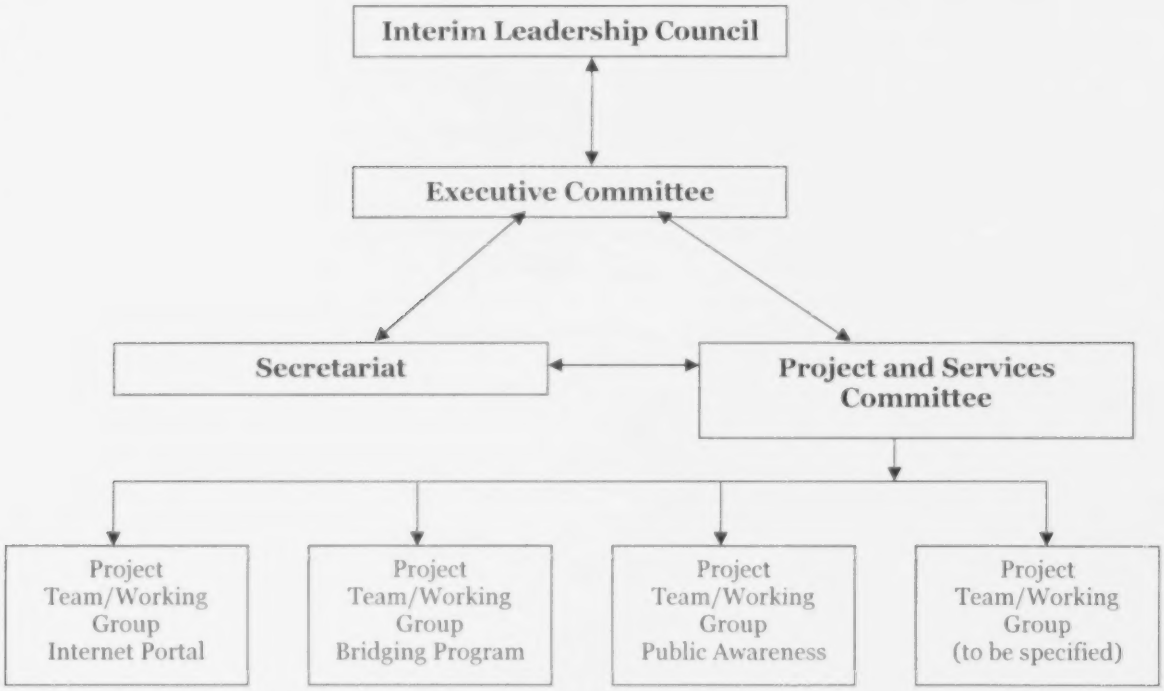
The Interim Leadership Council will establish Project Teams/Working Groups. In some cases these will have responsibility for overseeing specific projects; in others they will help to address priority issues, e.g. how to generate involvement and commitment from employers in the EASI Initiative. The primary focus of the Working Groups will be to "move specific agenda forward" on behalf of the EASI Initiative.

It is assumed that each Project Team/Working Group will be composed of Interim Leadership Council members and others external to the Council who have particular experience and expertise that will be critical to the success of a particular effort of the Council. As part of its initial terms of reference, project teams/working groups will be accountable for the results of the Interim Leadership Council's work. In many cases this may mean working closely with diverse teams of people, monitoring progress, offering expertise and giving feedback on a regular basis.

[6] The issue of whether these groups would be called "Project Teams" or "Working Groups" was not resolved. Both terms were used, and this will need to be clarified by the Interim Leadership Council.

Structure[7]

Several potential models were considered; the one presented below was generally thought to be the most useful.



[7] This model has been altered slightly from the one presented at the March 26th meeting. The projects are now presented in a way that does not visually give any one hierarchical precedence over another.

Issues for Further Consideration

With the basic structure, terms of reference, operating principles and policies in place, the Interim Leadership Council is poised to move ahead and establish itself as a critically important vehicle for change in British Columbia, bringing far greater visibility to the EASI Initiative.

The Interim Leadership Council is also ready to implement the Year 1 projects defined as part of the challenging three-year goals and measurable outcomes set by the key stakeholders during the 2002-03 phase of the EASI Initiative.

A number of issues will require further consideration by the Interim Leadership Council too, as it seeks both to establish itself and gain recognition across the province. Many of these have been summarized below:

Membership: The Council will need to decide by the end of its first year how to determine membership on the EASI Leadership Council including sectoral representation. It will need to explore a range of strategies for attracting the people with the right expertise, a high-level of commitment and willingness to sustain the work of the EASI Leadership Council.

Fostering champions: To contribute to the overall visibility of the EASI Initiative, the Interim Leadership Council will need to consider how best to attract "champions," leaders and high-level policy makers to support and provide a public face for the work. It may want to consider establishing an EASI "Think Tank" which could meet once a year to explore issues and celebrate successes.

Engaging business: To be fully successful, the Interim Leadership Council will need to engage key players in the BC business community and or a significant number of businesses within sectors, e.g. health, tourism etc.

Sector cohesion: Fostering cohesion and collaboration within and across sectors will be an important aspect of actually establishing a "system-wide" approach to enabling skilled immigrants to make best use of their education, credentials, and work experience. The Interim Leadership Council may need to seek out examples of "sector cohesion" and establish a "road map" that will enable all stakeholder groups to work towards a shared understanding and common goals. For example, it may be helpful to explore the "affinity groups" that are forming on a sector basis as part of an Association of Canadian Community Colleges (ACCC) initiative. In addition, as work progresses, the EASI Leadership Council may want to seek memorandum of understanding with particular sector groups, following the model of groups such as the Multi-Lateral Task Force.

Structure, governance and operations: The Interim Leadership Council will need to address a number of outstanding issues related to its own structure, governance and operations. These include (but are not limited to):

- Clarification of the actual structure and the roles of the chair and vice-chair in facilitating the work of the Interim Leadership Council
- Clarification of the Secretariat function and confirmation of terms of reference
- Clarification of the Project Teams/Working Groups and the confirmation of terms of reference
- Clarification and development of other operating principles and policies including the development of a document outlining the policies for issues such as conflict of interest, control mechanisms, and removal of members
- Creation of a budget for the Leadership Council, the Secretariat function and other related expenses
- Identification of an organization that could serve as the fiscal agent for the Interim Leadership Council

Strategic Goals and Priority Projects: Equally important—if not more important—the Interim Leadership Council will need to begin to move ahead with its ambitious three-year goals. To do this, the Council will need to:

- Review the three-year goals and ensure that a majority of Interim Leadership Council members are committed to achieving them
- Develop initial Project Teams/Working Groups to begin to advance the work of the Interim Leadership Council
- Review, clarify and further develop Year 1 projects
- Seek support to achieve the Year 1 projects (This might include identifying financial, human and other resources and/or the development of request for proposals)
- Determine how, most effectively, to be a catalyst for change

The Interim Leadership Council has important and challenging work to perform. Change will not occur overnight but with strong leadership and a committed cadre of people involved in the EASI Initiative's efforts, barriers will come down, access will be enhanced, and the lives of all of us improved.

Appendix 1:
Participant Lists for Meetings March 7th and 26th, 2003

Participant List for March 7th Meeting:

Name	*Organization*	*E-mail Address*
Anahita Kadkhoda	FTIP Focus Committee & YWCA	akadkhoda@ywcavan.org
Bill Walters	ITAC	bill.walters@gems8.gov.bc.ca
Charan Gill	PICS	charan.gill@pics.bc.ca
Clifford Bell	ISS and ASPECT	cbell@issbc.org
Collin Mercer	IQP MCAWS	collin.mercer@gems9.gov.bc.ca
Dorine Garibay	UCFV, ESL Department	garibayd@ucfv.bc.ca
Elaine Chan	HRDC	elaine.chan@hrdc-drhc.gc.ca
Harpreet Bachra	Kwantlen University College	harpreet.bachra@kwantlen.ca
Jean Barry	RNABC	barry@rnabc.bc.ca
Joy Andrews	CVIMS	jandrews@island.net
Julie Ko	MHR	juliana.ko@gems9.gov.bc.ca
Kelly Pollack	MOSAIC and ASPECT	kpollack@mosaicbc.com
Michael Lam	SUCCESS	michael@success.bc.ca
Neil Campbell	VCFV	campbelln@ucfv.bc.ca
Olivia Tang	SUCCESS	oliviat@success.bc.ca
Pat Bamtinheimer	VCC	bheimer@vcc.ca
Sandy Berman	BCITP Net	sberman@idmail.com
Shauna Paull	IWIS	iwis@sfu.ca
Sherman Waddell	Royal Roads	sherman.waddell@royalroads.ca

Participant List for March 26th Meeting:

Name	*Organization*	*E-mail Address*
Anahita Kadkhoda	FTIP Focus Committee & YWCA	akadkhoda@ywcavan.org
Bill Walters	ITAC	bill.walters@gems8.gov.bc.ca
Charan Gill	PICS	charan.gill@pics.bc.ca
Clifford Bell	ISS and ASPECT	cbell@issbc.org
Collin Mercer	IQP MCAWS	collin.mercer@gems9.gov.bc.ca
Gerry Lengert	Kwantlen University College	gerry.lengert@kwantlen.ca
Harpreet Bachra	Kwantlen University College	harpreet.bachra@kwantlen.ca
Jean Barry	RNABC	barry@rnabc.bc.ca
Jennifer Ip	SUCCESS	jennifer.ip@success.bc.ca
Julie Ko	MHR	juliana.ko@gems9.gov.bc.ca
Margaret Landstrom	UBC	margaret.landstrom@ubc.ca
Pat Pattison	BCIT	Pat.Pattison@bcit.ca
Shauna Paull	IWIS	iwis@sfu.ca
Sherman Waddell	Royal Roads	sherman.waddell@royalroads.ca
Surya Govender	Cdn. Heritage: Multiculturalism	surya_govender@pch.gc.ca
Veronica Osborn	MAVED	veronica.osborn@gems8.gov.bc.ca
Vivian Macdonald	YWCA	vmacdonald@ywcavan.org

Appendix 2:
Agendas for Meetings March 7th and 26th, 2003

March 7, 2003
Boardroom
Vancouver Public Library
9:00 a.m. – 4:30 p.m.

Where Do We Want to Go?
Developing an Implementation Plan and Measurable Outcomes for the EASI Initiative

Purpose: The primary purposes of this session are to:

1. Identify three-year outcomes for the EASI Initiative and determine specific projects and expected outcomes for first-year activities.
2. Determine/assign responsibilities to the Leadership Council and/or others to oversee and support the projects and specific activities to be implemented.

Process: The session will be informal but highly focused. It will draw on the expertise and perspectives of all participants through small group and plenary discussions. Building consensus and confidence in the emerging plan will be an essential component to the day.

8:30	Coffee
9:00	Welcome (Collin Mercer)
9:10	Welcome, introductions, review of purpose and agenda (Susan Simosko)
9: 20	Overview of EASI Initiative (Bill Walters, Sherman Waddell, Jean Barrie)
9:45	Defining three-year goals and measurable outcomes
10:15	Break
10:30	Feedback, discussion and setting of priorities
11:00	Identifying potential projects and measurable outcomes for Year 1
12:15	Lunch
1:00	Feedback and development of plan
2:00	Making it happen: responsibilities for the Leadership Council and/or others ▪ What will be required to achieve the Year 1 (and Year 2 and 3) goals? ▪ Who will be responsible for what activities and outcomes? ▪ What current and new resources will be required?
2:45	Feedback and discussion
3:15	Policies, principles and budget considerations to achieve Year 1 outcomes effectively
4:00	Feedback and discussion
4:30	Adjourn

Agenda

EASI Multi-Sectoral Working Group Forum

March 26, 2003
Room 214
Vancouver Public Library
9:00 a.m. – 12:30 p.m.

8:45	Coffee
9:00	Welcome, introductions, review of purpose
9: 10	The Leadership Council: structure, terms of reference, operating principles and policies, funding
10:15	Break
10:30	The Secretariat: terms of reference
11:00	Working groups: structure, terms of reference, operating principles and policies
11:30	Three-year goals and one-year outcomes: review of key questions and resource implications
12:15	Review of next steps
12:30	Adjourn